Status of Women Canada

2013–14

Departmental Performance Report

The Honourable Dr. K. Kellie Leitch, P.C., O.Ont. M.P.
Minister of Labour and Minister of Status of Women

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Foreword

Departmental Performance Reports are part of the Estimates family of documents. Estimates documents support appropriation acts, which specify the amounts and broad purposes for which funds can be spent by the government. The Estimates document family has three parts.

Part I (Government Expenditure Plan) provides an overview of federal spending.

Part II (Main Estimates) lists the financial resources required by individual departments, agencies and Crown corporations for the upcoming fiscal year.

Part III (Departmental Expenditure Plans) consists of two documents. Reports on Plans and Priorities (RPPs) are expenditure plans for each appropriated department and agency (excluding Crown corporations). They describe departmental priorities, strategic outcomes, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Performance Reports (DPRs) are individual department and agency accounts of actual performance, for the most recently completed fiscal year, against the plans, priorities and expected results set out in their respective RPPs. DPRs inform parliamentarians and Canadians of the results achieved by government organizations for Canadians.

Additionally, Supplementary Estimates documents present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or were subsequently refined to account for developments in particular programs and services.

The financial information in DPRs is drawn directly from authorities presented in the Main Estimates and the planned spending information in RPPs. The financial information in DPRs is also consistent with information in the Public Accounts of Canada. The Public Accounts of Canada include the Government of Canada Consolidated Statement of Financial Position, the Consolidated Statement of Operations and Accumulated Deficit, the Consolidated Statement of Change in Net Debt, and the Consolidated Statement of Cash Flow, as well as details of financial operations segregated by ministerial portfolio for a given fiscal year. For the DPR, two types of financial information are drawn from the Public Accounts of Canada: authorities available for use by an appropriated organization for the fiscal year, and authorities used for that same fiscal year. The latter corresponds to actual spending as presented in the DPR.

The Treasury Board *Policy on Management, Resources and Results Structures* further strengthens the alignment of the performance information presented in DPRs, other Estimates documents and the Public Accounts of Canada. The policy establishes the Program Alignment

Architecture of appropriated organizations as the structure against which financial and non-financial performance information is provided for Estimates and parliamentary reporting. The same reporting structure applies irrespective of whether the organization is reporting in the Main Estimates, the RPP, the DPR or the Public Accounts of Canada.

A number of changes have been made to DPRs for 2013–14 to better support decisions on appropriations. Where applicable, DPRs now provide financial, human resources and performance information in Section II at the lowest level of the organization's Program Alignment Architecture.

In addition, the DPR's format and terminology have been revised to provide greater clarity, consistency and a strengthened emphasis on Estimates and Public Accounts information. As well, departmental reporting on the Federal Sustainable Development Strategy has been consolidated into a new supplementary information table posted on departmental websites. This new table brings together all of the components of the Departmental Sustainable Development Strategy formerly presented in DPRs and on departmental websites, including reporting on the Greening of Government Operations and Strategic Environmental Assessments. Section III of the report provides a link to the new table on the organization's website. Finally, definitions of terminology are now provided in an appendix.

Minister's Message

I am pleased to present Status of Women Canada's Departmental Performance Report for the year 2013-14.

The Government of Canada remains committed to building a society where women and men are equal participants in all aspects of life. To this end, we work to foster an environment where women and girls contribute to and benefit from Canada's prosperity, have equal access to leadership roles in our institutions, and enjoy a life free of violence.

To sustain Canada's economic growth, we need to ensure that gender diversity is reflected in the business sector and on corporate boards. To this end, the Government of Canada created the Advisory Council on Women on Boards to provide advice on how to increase the representation of women on the boards of public institutions and private sector firms. As well, the business case for increasing the role of women in non-traditional sectors of employment, and to support the growth of women-led enterprises clearly demonstrates that the Canadian economy as a whole will gain. In this context, the Agency carried out initiatives to promote women's representation in skilled trades, technical professions and entrepreneurship.

Violence against women and girls has no place in our society and our Government is resolute in its commitment to ending it. During the reporting year, Status of Women Canada, working in collaboration with federal, provincial and territorial partners and civil society, explored innovative solutions to address violence, including the emerging issues of cyberbullying and online sexual exploitation of young women and girls.

In 2013-14, Status of Women Canada focused its efforts on these three key areas, ensuring that its program investments, policy interventions and communication activities deliver concrete results. It provided $19 million in funding to support over 350 community-based projects that aim to achieve women and girls' full participation in Canadian society.

I am pleased to report that we continue to make steady progress in improving the status of women in Canada.

The Honourable K. Kellie Leitch, P.C., O.Ont., M.P.
Minister of Labour and Minister of Status of Women

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: The Honourable Dr. K. Kellie Leitch

Institutional Head: Meena Ballantyne, Head of Agency

Ministerial Portfolio: Employment and Social Development Canada

Enabling Instrument: Order in Council (1976-779)

Year of Incorporation / Commencement: 1976

Organizational Context

Raison d'être

The Office of the Coordinator, Status of Women, known as Status of Women Canada (SWC), is a federal government agency that promotes equality between women and men in all aspects of Canadian life. The mandate of SWC is "to coordinate policy with respect to the status of women and administer related programs" (1976).

SWC is responsible for exercising leadership and working in partnership to promote and advance equality by: supporting community-based action and innovation that will lead to equality by helping to create conditions for success for women and girls in Canada; providing expert advice on gender equality and Gender-based Analysis in the development of effective programs, policies and legislation for all Canadians; promoting commemorative dates relating to women and girls in Canada; and supporting Canada's efforts to meet international obligations.

SWC works to promote and advance equality for women and girls, focusing its efforts in three areas: improving women's and girls' economic security and prosperity; ending violence against women and girls; and supporting the advancement and increased representation of women and girls in leadership and decision-making roles. While SWC focuses on these three areas, the agency is able to address specific issues such as engaging men and boys in ending violence, increasing women's participation in non-traditional industries and assisting women in rural and remote communities.

Responsibilities

SWC is the primary federal agency responsible for supporting the government's commitment to advancing equality for women and girls. In fulfilling its mandate, the agency works with a wide range of organizations, building synergies with key stakeholders, collaborating with different levels of government and engaging the private and voluntary sectors.

SWC functions in a complex environment where issues affecting women and girls are constantly evolving as a result of demographic changes, technology, globalization and socio-economic factors. To bring about concrete results and enduring benefits for Canadians, the agency carries out its mandate strategically, working in partnerships, and ensuring its policy interventions and program investments are aligned with Government of Canada priorities.

In its policy function, SWC works as a knowledge broker and facilitator of women's issues, offering advice and support, conducting analysis, providing input and making targeted interventions at both domestic and international levels.

SWC leads in building capacity across government in the integration of Gender-based Analysis (GBA), as a core competency and analytical tool to develop policies, programs and legislation adapted to the circumstances of diverse groups of women and men.

Through the Women's Program, SWC provides financial and professional assistance to organizations that carry out projects that promote equality between women and men. SWC supports community-based action and innovation by investing resources where there is a clear potential for making a sustained difference in the lives of women and girls in Canada.

To raise awareness, SWC marks commemorative dates such as: International Women's Day (March 8), Women's History Month (October), the International Day of the Girl (October 11), Persons Day (October 18), the National Day of Remembrance and Action on Violence Against Women (December 6) and 16 Days of Activism Against Gender Violence.

SWC's three regional offices are located in Montréal (serving Quebec), Moncton (serving New Brunswick, Prince Edward Island, Nova Scotia and Newfoundland and Labrador), and Edmonton (serving Alberta, Manitoba, Saskatchewan, British Columbia, Northwest Territories and Yukon). The National office, located in the National Capital Region, also serves Nunavut and Ontario.

Strategic Outcome and Program Alignment Architecture

1. Strategic Outcome: Equality between women and men is promoted and advanced in Canada

1.1 Program: Leadership, Expertise and Advice

1.2 Program: Advancing Equality for Women

Internal Services

Organizational Priorities

Priority	Type	Strategic Outcome and Programs
Addressing violence against women and girls	• Ongoing	• Equality between women and men is promoted and advanced in Canada • Programs 1.1 and 1.2.
Summary of Progress		
• In 2013-14, SWC explored promising approaches on the emerging issues pertaining to cyberviolence and online sexual exploitation and collaborated with key stakeholders to share knowledge and perspectives on these issues. • SWC also developed various knowledge products on violence against women and girls, including six fact sheets on key findings from *Measuring violence against women: Statistical trends* and two on sexual violence against women in Canada. These reports can be found on SWC's website (http://www.swc-cfc.gc.ca/initiatives/vaw-vff/kf-pc-eng.html) and (http://www.swc-cfc.gc.ca/violence/res-eng.html).As well, an electronic postcard campaign was used to reach out to wider audiences on this subject. (http://www.swc-cfc.gc.ca/commemoration/idg-jif/index-eng.html). • Through the Women's Program, a call for proposals was launched, soliciting applications under two themes: cyberviolence, and sexual violence against women and girls. SWC supported 40 new community-based projects to address diverse issues relating to gender-based violence. For example, a project will build collaboration between family violence shelters and the local police service to develop protocols to better respond to the needs of victims of sexual assault.		
Priority	**Type**	**Strategic Outcome and Programs**
Increasing representation of women in leadership roles	• Ongoing	• Equality between women and men is promoted and advanced in Canada • Programs 1.1 and 1.2.

Summary of Progress
• In 2013-14, SWC organized a Knowledge Exchange event on women in skilled professional trades and technical professions to build awareness regarding the need to increase women's representation in these sectors. Building on the 2012 Economic Action Plan commitment, the Minister of Status of Women re-invigorated the Advisory Council on Women on Boards to report to her on best practices to increase women's representation on public and private sector boards. • The Women's Program's targeted calls for proposals allow SWC to invest strategically by funding ongoing and emerging priorities, for example, advancing women in skilled professional trades and technical professions and increasing women's involvement as decision-makers in community-based organizations. Tools and promising practices designed specifically for women and community organizations working with women are being developed and shared across the country to ensure a sustained and concrete impact.

Priority	Type	Strategic Outcome and Programs
Strengthening implementation of GBA	• Ongoing	• Equality between women and men is promoted and advanced in Canada • Program 1.1

Summary of Progress
• In 2013-14, SWC continued to support the implementation of Gender-based Analysis (GBA), providing support to federal organizations through training, tools and networking events. The agency continued to expand the use of GBA by building new partnerships (in science and security sectors), and by engaging a wide range of functional communities (e.g. regulatory, research, program, evaluation).

Priority	Type	Strategic Outcome and Programs
Empowering girls to realize their potential	• Previously committed	• Equality between women and men is promoted and advanced in Canada • Program 1.1

Summary of Progress
• On October 11, 2013, SWC marked the second annual International Day of the Girl, using the opportunity to raise awareness about girls' rights and potential both domestically and internationally. • To ensure that the civil society informs discussions at the UN Commission on the Status of Women (UNCSW), six young women from across Canada were part of Canada's official delegation to UNCSW.

Priority	Type	Strategic Outcome and Programs
Modernizing programs and services	• Ongoing	• Equality between women and men is promoted and advanced in Canada • Program 1.2

Summary of Progress
• In 2013-14, SWC continued to take measures to modernize its programs and services by implementing systems that enhanced efficiency of internal and external processes. A second phase of an automated Grants and Contributions system was implemented to enable more efficient project monitoring and management. SWC also launched an online automated application system for recipients including an assessment tool for reviewers. The new system has improved the procedures, reducing processing time by up to two weeks, depending on the region. SWC surveyed external clients on the online application tool and 88.5% of clients indicated that they are satisfied or very satisfied with this tool. • SWC began implementation of its knowledge management and dissemination strategy to strengthen its organizational capacity to share knowledge. In 2013-14, the Women's Program started offering sessions for funded projects, allowing funded recipients and other stakeholders to exchange knowledge and expertise. For instance, SWC facilitated a session between stakeholders and Public Safety Canada to discuss how communities can address the issue of human trafficking within their boundaries.

Priority	Type	Strategic Outcome and Programs
Engaging Canadians through Communication activities	• Ongoing	• Equality between women and men is promoted and advanced in Canada • Program 1.1

Summary of Progress
• Canadian public awareness of the issues affecting women comes in part from social media. To expand the reach of such commemorative events as Women's History Month and The 16 Days of Activism Against Gender Violence, SWC has created Twitter and YouTube platforms enabling it to reach new audiences. SWC also encouraged Canadians to promote the commemorative dates with its enhanced web content, for example, by publishing inspiring portraits of Canadian women who are pioneers in their fields. Over the last year, an electronic newsletter has been introduced and is being published bi-monthly. SWC is working with Regional Development Agencies across the country to expand its reach, align programs for greater impact and communicate projects/events. Approximately 60% of SWC-led initiatives were reported by local, regional and national media, informing Canadians about ongoing efforts to advance equality between women and men

Risk Analysis

SWC has a broad mandate that requires engaging citizens, collaborating with communities and leveraging partnerships with stakeholders in the public, private and voluntary sectors. SWC's strategic outcome is, therefore, interdependent on the actions of diverse players. As the agency strives to deliver its mandate, this interdependence represents a key risk to the achievement of its desired outcomes. Moreover, due to its limited capacity and the ongoing demand for SWC's program funding, policy intervention and communication activities represents a potential risk in that SWC may, at times, be perceived as insufficiently responsive to the expectations of stakeholders. In 2013-14, SWC implemented its updated Corporate Risk Profile, identifying key risks with the greatest likelihood and impact and response strategies, sufficiently robust to mitigate potential consequences, as highlighted below:

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
SWC's outcomes are interdependent on the actions of other stakeholders.	• ***SWC Messaging:*** The focus of SWC's communication strategy is to raise awareness of the barriers and opportunities facing women and of the shared responsibility to advance gender equality. • ***Community Action and Engagement:*** SWC programming is focused on engaging communities to achieve concrete results that help advance gender equality in a sustained manner.	Equality between women and men is promoted and advanced in Canada

	• ***Knowledge Sharing:*** SWC focuses on strategies that complement and leverage collaborative efforts and ensures that best practices are shared across the country.	
Given its broad mandate and the range of demand for its program and policy interventions, SWC may be perceived as not meeting/responding to stakeholder expectations	• ***Area of Focus:*** To respond to stakeholder expectations and to bring about meaningful results, SWC has identified three areas of focus that are aligned with government priorities: improving women's economic security and prosperity, ending violence against women and girls, and supporting the advancement and increased representation of women in leadership and decision-making roles. • ***Outreach Strategy:*** SWC's outreach efforts with communities and organizations are designed to communicate the agency's strategic direction, areas of focus, current priorities and program guidelines. • ***Decision-Making Processes:*** SWC has instituted processes and practices that maximize the efficiency of its programming, policy and communication levers. • ***Strategic Investment/Intervention:*** To remain relevant, effective and efficient, SWC leverages partnerships and builds synergies with other organizations in developing and delivering its interventions.	Equality between women and men is promoted and advanced in Canada

Actual Expenditures

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	Difference (actual minus planned)
29,617,167*	29,617,167	31,986,921	31,422,283	1,805,116

*The total Main Estimates for 2013-14 includes a total of $19,033,333 of program funding (Grants and Contribution).

Human Resources (Full-Time Equivalents [FTEs])

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
96	96	0

Budgetary Performance Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome, Programs and Internal Services	2013–14 Main Estimates	2013–14 Planned Spending	2014–15 Planned Spending	2015–16 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2012–13 Actual Spending (authorities used)	2011–12 Actual Spending (authorities used)
Strategic Outcome 1: Equality between Women and Men is Promoted and Advanced in Canada								
Leadership, Expertise and Advice	2,135,462	2,135,462	2,150,208	2,150,208	2,177,213	2,189,159		
Advancing Equality for Women	24,286,364	24,286,364	24,300,153	24,216,820	24,369,664	22,750,591		
Subtotal	26,421,826	26,421,826	26,450,361	26,367,028	26,546,877	24,939,750	24,607,197	23,558,815
Internal Services Subtotal	3,195,341	3,195,341	3,207,353	3,207,353	5,440,044	6,482,533	5,120,989	5,876,011
Total	29,617,167	29,617,167	29,657,714	29,574,381	31,986,921	31,422,283	29,728,186	29,434,826

In 2013-14, the total authorities allocated to SWC by Parliament were $31,986,921 and Actual Spending was $31,422,283, $564,638 less than the total Authorities. Of the total authorities allocated to SWC, $29,617,167 was received through the Main Estimates and $2,369,754 through Supplementary Estimates. SWC received funds for the headquarters' relocation ($1,600,000), the reduction in accommodation ($208,350) and various transfers ($561,404) from Treasury Board Secretarial Central Votes, such as carry-forward of the previous operating budget.

SWC received $1,600,000 through the Supplementary Estimates (B) exercise to fund the majority of costs associated with the relocation. The funding is a multi-year loan to be repaid over the next eight years at $200,000 per year, starting 2014-15. The reduced costs of office space and the resulting increase to SWC's base budget by $208,350 will offset the cost of repaying the loan over the next eight years.

Alignment of Spending With the Whole-of-Government Framework

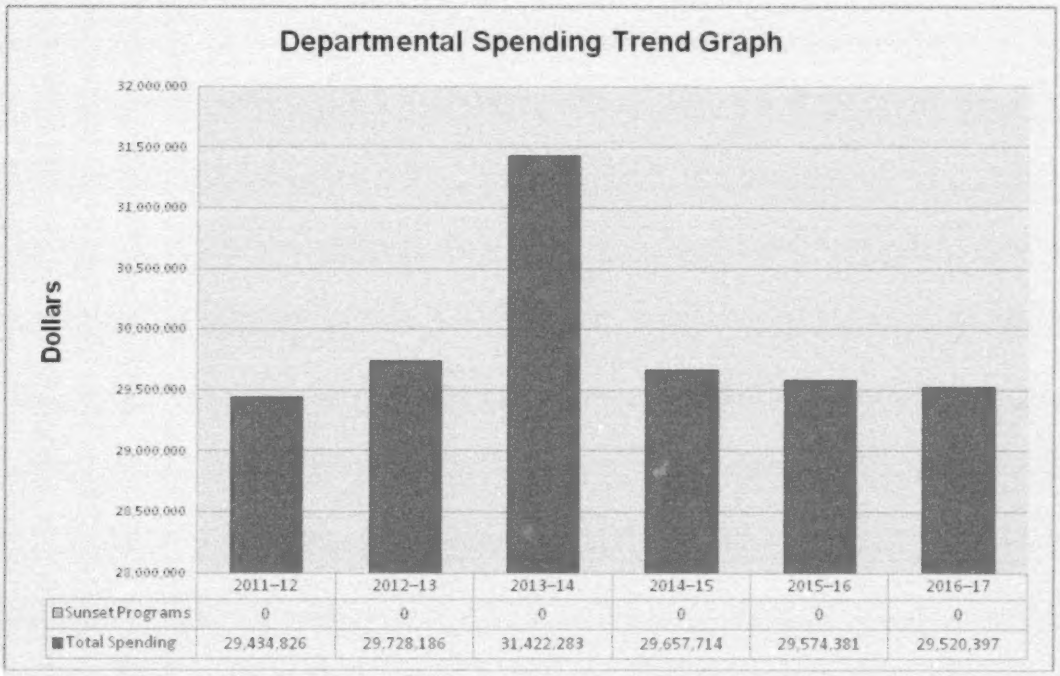
Alignment of 2013–14 Actual Spending With the Whole-of-Government Framework[i] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2013–14 Actual Spending
1. Equality between Women and Men is Promoted and Advanced in Canada	1.1 Leadership Expertise and Advice	Government Affairs	A transparent, accountable and responsive federal government	2,189,159
	1.2 Advancing Equality for Women	Economic Affairs	Income security and employment for Canadians	22,750,591

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic Affairs	24,286,364	22,750,591
Government Affairs	2,135,462	2,189,159

Departmental Spending Trend



	2011–12	2012–13	2013–14	2014–15	2015–16	2016–17
Sunset Programs	0	0	0	0	0	0
Total Spending	29,434,826	29,728,186	31,422,283	29,657,714	29,574,381	29,520,397

In 2013-14, SWC spent a total of $31,422,283 ($19,033,333 in grants and contributions) to carry out its programs, achieve expected results and advance its strategic outcome. The increase in spending for 2013-14 is mainly due to the relocation of the headquarters.

The amount shown for the period 2011-12 to 2013-14 represents SWC's actual spending and that for 2014-15 to 2016-17 is SWC's planned spending.

Estimates by Vote

For information on SWC's organizational Votes and statutory expenditures, consult the *Public Accounts of Canada 2014* on the Public Works and Government Services Canada website.

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome: Equality between Women and Men is Promoted and Advanced in Canada

Program 1.1: Leadership, Expertise and Advice

Description

Canada, in line with domestic and international instruments, has committed to advancing gender equality. SWC promotes public understanding about the status of women in Canada and encourages Canadians to engage in efforts to advance equality between women and men. Communications activities form a key aspect of this Program and commemorate important dates such as the International Day of the Girl, Women's History Month and the Persons Day.

To further advance gender equality, the government requires federal organizations to take gender considerations into account in legislation, policies and programs. By providing information, tools, training and expert advice, SWC plays a lead role in building the capacity of federal organizations to use Gender-based Analysis (GBA). GBA is an analytical process used to assess the potential impacts of policies, programs or initiatives on diverse groups of women and men, girls and boys. GBA informs decision-making and increases the likelihood that legislation, policies and programs meet the needs of diverse groups of women and men.

SWC also provides strategic policy analysis and advice on numerous issues, aligned with the three priority areas (e.g. improving women's and girls' economic security and prosperity, ending violence against women and girls; and supporting the advancement and increased representation of women and girls in leadership and decision-making roles). SWC acts as a knowledge broker to support federal organizations and other stakeholders in advancing equality for women and girls. In addition, SWC explores gaps and emerging issues that continue to affect the status of women and girls in Canada. This work is mainly done in collaboration with other federal organizations, provinces, territories and civil society.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
2,135,462	2,135,462	2,177,213	2,189,159	53,697

Human Resources (Full-Time Equivalents [FTEs])

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
17	17	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Through SWC leadership, key stakeholders have access to advice and information to address issues relating to equality between women and men and boys and girls. (Key stakeholders include federal organizations, provinces, territories, civil society and the general public).	Number of SWC-led interventions that provide advice and information	5 SWC-led initiatives	5 SWC-led interventions provided stakeholders with access to advice and information to address issues relating to gender equality.
Through the provision of SWC expertise, federal government officials and key stakeholders have increased knowledge of Gender-based Analysis (GBA). (Key stakeholders include representatives from provinces, territories, civil society and the general public.)	Percentage of respondents that indicate their knowledge of GBA has increased following GBA training/events.	70%	90% of respondents indicated increased knowledge and ability to apply GBA to their work, following SWC training/events.
Canadian media reports on contribution made by	Percentage of SWC-led initiatives that result in	20%	

SWC towards advancing equality for women and girls.	media reports		59% of SWC-led initiatives resulted in media reports

Performance Analysis and Lessons Learned

Through SWC's leadership, expertise and advice, key stakeholders had access to information, support and tools to address issues related to equality between women and men, boys and girls. Key SWC-led interventions in 2013-14 were:

Cyberbullying and Online Sexual Exploitation Knowledge Event

- SWC worked with provinces and territories on a workshop on cyberbullying and online sexual exploitation in the lives of girls and young women, with presentations from experts, a youth panel and government officials from across the country. The workshop enhanced understanding and knowledge of the issue and facilitated the sharing of information on promising responses. Reports can be found at: (http://www.swc-cfc.gc.ca/initiatives/girls-filles/cyber-eng.html). SWC also supported the Students Commission to produce a report on youth perspectives on self/peer exploitation and cyberbullying (http://www.studentscommission.ca/onlineexploitation/).

Leading Canada's involvement in the United Nations Commission on the Status of Women (UNCSW);

- To celebrate the International Day of the Girl at the United Nations, Canada, represented by the Minister of Status of Women, co-hosted with the United Nations Working Group on Girls, an innovative panel entitled "Girls Speak Out". Addressing top United Nations officials, girl leaders from around the world spoke on issues affecting girls, both locally and globally, including: child, early and forced marriage, access to education and job training, immigration and health. This panel which had an audience of more than 500 girls was featured prominently on UN TV. (http://webtv.un.org/search/girls-speak-out-showcasing-girl-activists-from-around-the-world/2743264257001?term=girls%20speak%20out).

Building Canada's Innovation Economy Knowledge Event;

- SWC hosted a Knowledge Event, providing a forum for leading experts who shared knowledge, best practices and insight into ways to address challenges, create opportunities and enhance the participation of women in a range of skilled trades and technical and science professions. Organized in collaboration with provincial and territorial governments, this event was attended by over 250 people, representing different sectors.

Partnership with Federal/Provincial-Territorial Ministers for Status of Women;

- SWC continued to work with the Federal/Provincial/Territorial Forum of Ministers Responsible for the Status of Women, participating in the release of the Conference Board of Canada study, *The Business Case for Women on Boards*, a valuable resource that outlines the benefits of having more women on boards. Through SWC's activities and the work of the Advisory Council on Women on Boards, there is enhanced awareness in public and private sectors of ways to increase women's representation on boards. This knowledge will be used to inform Government and private sector actions in this area.

Strengthening implementation of GBA

- Through the Departmental Action Plan on GBA and other outreach, SWC provided training, advice and support to over 30 federal organizations to build their capacity to incorporate gender considerations into programs, policies and other initiatives. Departments report annually to SWC on implementation of the Action Plan on GBA, detailing activities undertaken and demonstrating the impact of GBA on initiatives.

- The *Introduction to GBA+* online course, available on the SWC website, was completed by over 500 people during the reporting period. While the majority were federal officials, provincial and territorial partners and members of the general public also took advantage of this tool. The course was recognized by the National Collaborating Centres on the Determinants of Health as one of the top 12 online courses on social determinants of health and health equity. In the evaluations from the online course and these events, over 90% of participants indicated an increased knowledge of GBA, following SWC learning events, exceeding SWC's target of 70%.

  In May 2013, the second annual GBA Awareness Week enhanced the visibility of GBA across government. Fourteen different departments and agencies undertook awareness-raising activities. SWC also co-hosted two government-wide GBA learning events, in collaboration with Public Safety Canada and Natural Resources Canada respectively, attended by over 200 federal officials.

Program 1.2: Advancing Equality for Women

Description

Through this Program, SWC supports action and innovation by investing in initiatives that work to bring about equality between women and men. The Program provides grant and contribution funding to organizations to support community-based action that will lead to equality in communities across Canada. Funded projects occur at the national, regional and local levels and work to help create conditions for success for women in Canada.

Projects address the economic and social situation of women and their participation in democratic life. They are diverse in nature and scope and apply a variety of approaches and strategies to address the complexity of the issues affecting women. Specifically, the Program invests in projects that incorporate gender considerations, and increase and strengthen access to a range of opportunities, supports, information, resources and services, tools, etc. Projects work with stakeholders such as: women's and community organizations, public institutions and the private sector.

The Program also facilitates collaboration, networking and partnerships to promote equality and the advancement of women in Canada. SWC facilitates networking; develops partnerships where needed to address horizontal issues impacting women and girls; shares knowledge; and assists organizations working to advance women's equality to gain access to expertise, resources and tools.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
24,286,364	24,286,364	24,369,664	22,750,591	(1,535,773)

Human Resources (Full-Time Equivalents [FTEs])

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
34	34	0

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Women and communities have access to supports to address issues relating to equality between women and men	Percentage of projects that generate supports (e.g. resources, tools).	50%	90% of projects contributed to increased access to supports to address issues relating to equality between women and men
Communities and stakeholders have access to opportunities to advance equality between women and men	Percentage of projects that facilitate opportunities (e.g., partnerships, networks, strategies)	50%	

Performance Analysis and Lessons Learned

In 2013-14, SWC worked to help create conditions for success for women in Canada by investing strategically, facilitating networks, and supporting partnerships. The agency provided $18,950,000 to support 357 projects to address barriers (e.g. violence against women and girls that stops them from reaching their full potential; gender-based stereotyping; and factors that prevent women from attaining key decision-making positions).

Addressing violence against women and girls: SWC launched a call for proposals to address gender-based violence against women and girls under two themes: cyberviolence and sexual violence against women and girls.

Women's economic security and prosperity: A call for proposals was launched to increase and strengthen economic opportunities for women in Canada under three themes: women in skilled professional trades and technical professions, economic options for women, and prosperity for immigrant women.

Increasing representation of women in leadership roles: Targeted calls create opportunities to invest strategically, for example, increasing women's involvement as decision-makers in community-based organizations (CBOs) and advancing women in non-traditional occupations. Promising practices for women and stakeholders are being identified and shared. Tools were

developed to promote increased gender and diversity within CBOs, and mentorship models for women leaders in different settings such as rural communities.

Projects have impacts on women, communities, and organizations. There is evidence that investments are making a real difference in the lives of women and girls in Canada. Concrete results include:

- To ensure sustainability, a network was established in the Peterborough area and will continue to improve services for abused women by coordinating services in the region;
- To address the needs of women entrepreneurs, a toolkit was developed for credit unions and other lenders in Vancouver on how to effectively support women entrepreneurs who wish to grow their business;
- To increase the number of women in municipal politics, municipal councils across Canada were engaged and encouraged to actively recruit women and to implement a "women in municipal government strategy".

SWC continued to facilitate networking among organizations; worked in partnership with federal partners to address horizontal issues impacting women and girls; shared knowledge; and assisted organizations to access expertise, and resources. Promising practices and lessons learned are gathered and shared with relevant stakeholders to avoid duplication.

Modernizing programs and services for Canadians: SWC improved the management and strengthened accountability of the Program through streamlining its administration with more efficient and structured management strategies.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
3,195,341	3,195,341	5,440,044	6,482,533	3,287,192

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
45	45	0

Performance Analysis and Lessons Learned

In 2013-14, SWC continued to implement information management initiatives to safeguard the agency's information and to maximize its value in the service of Canadians.

- With the move of its headquarters to a new location, SWC was able to decrease its space by approximately 21%, therefore reducing the government's overall office footprint and its accommodation/lease costs. As a result, Public Works and Government Services Canada transferred $208,350 to SWC through the Supplementary Estimates (C) exercise. This amount will be added to SWC's base budget for future years.

- SWC received $1.6M through the Supplementary Estimates (B) exercise to fund the majority of costs associated with the relocation. The funding is a multi-year loan that SWC will be repaying over the next eight years at $200,000 per year, commencing 2014-15. The reduction in space requirements and the resulting increase to SWC base budget will offset the cost of repaying the loan over the next eight years.

Section III: Supplementary Information

Financial Statements Highlights

Status of Women Canada
Condensed Statement of Operations and Departmental Net Financial Position
(unaudited)
For the Year Ended March 31, 2014
(dollars)

	2013–14 Planned Results	2013–14 Actual	2012–13 Actual	Difference (2013–14 actual minus 2013–14 planned)	Difference (2013–14 actual minus 2012–13 actual)
Total expenses	31,116,000	32,034,971	31,107,212	918,971	927,759
Total revenues	0	2,004	125	2,004	1,879
Net cost of operations before government funding and transfers	31,116,000	32,032,967	31,107,087	916,967	925,880
Departmental net financial position	(991,000)	(100,839)	(994,208)	890,161	893,369

Status of Women Canada
Condensed Statement of Financial Position (unaudited)
As at March 31, 2014
(dollars)

	2013–14	2012–13	Difference (2013–14 minus 2012–13)
Total net liabilities	4,327,443	3,740,756	586,687
Total net financial assets	3,617,381	2,655,631	961,750
Departmental net debt	710,062	1,085,125	(375,063)
Total non-financial assets	609,223	90,917	518,306
Departmental net financial position	(100,839)	(994,208)	893,369

Financial Statements

For financial statements, please visit SWC's website[ii]

Supplementary Information Tables

The supplementary information tables listed in the *2013–14 Departmental Performance Report* can be found on SWC's website[iii].

- Departmental Sustainable Development Strategy
- Details on Transfer Payment Programs
- Internal Audits and Evaluations
- User Fees Reporting

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[iv] publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

For financial information, contact:

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Appendix: Definitions

Appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

Full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

Non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

Performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

Performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

Planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

Plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

Priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

Program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

Sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

Target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

Whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i. Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

ii Status of Women Canada, Financial Statements 2013-14, http://www.swc-cfc.gc.ca/trans/account-resp/pr/fin/1314-2-eng.html

iii Status of Women Canada, 2013-14 Departmental Performance Report, Supplementary Information Tables, http://www.swc-cfc.gc.ca/trans/account-resp/pr/dpr-rmr/1314/st-ts-eng.html

iv. *Tax Expenditures and Evaluations* publication, http://www.fin.gc.ca/purl/taxexp-eng.asp